

SECRET

SUS

23 July 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Black Employment at CIA

REFERENCE : DTR Memo #6488, Same Subject

1. It appears to me that the authors of the paper in question are interested in three things: a) the employment of a greater number of Blacks in CIA, b) a considerable amount of internal publicity about Blacks and their employment problems within the Agency, c) the opportunity to take part in arriving at decisions concerning the employment and career management of Black employees in the Agency. Since the study group members readily admit to a lack of understanding of the problems "attendant on equal employment at CIA" (I suffer from the same malady) it would seem that the first step should be the acquisition of the understanding that they now lack. Without that understanding, the "solution" offered in Paragraph 6 of their paper is premature and, I think, insufficiently related to the "problem". I hasten to add here that I, too, am distressed if there are, in fact, minority groups (Blacks, Orientals, Women, etc.) in this Agency who believe that their complaints are not being treated confidentially or that their suggestions for new programs are not being carefully considered. If these be actual conditions we need to change them. Complaints must be treated confidentially and suggestions must be carefully considered. However, complainants also must be willing to accept a decision that says that their complaint is unjustified and a suggestor must be willing to accept a decision that his suggestion is not useful; not practical, and so on. (I rather imagine that when complaints are deemed justified the complainants are satisfied, and that when a suggestion is accepted the suggestor has nothing to complain about.) These are realities which must be recognized by everyone - Blacks, Whites, Yellows, Reds, etc. - but the question of the proper functioning of an EEO program seems to me to be a bit out of context here. I have the uncomfortable feeling that no amount of "visibility" for an EEO program will result in anything more than a constant parade of "Who struck John?" adjudications.

SECRET

SECRET

2. Comments on the specific suggestions in Paragraph 4 of Reference are keyed to the subparagraph letters.

a. If there are "special Black reservations", it would be wise to specify just what they are. I have a feeling that there are different reservations depending upon whether we are talking about educated Blacks or uneducated Blacks; high school Blacks or college Blacks, local Blacks or California Blacks, and so forth. On the other hand, I just may not be "with it" !

b. Inasmuch as I assume that the Agency is responding rationally to its own needs, I must also assume that to the extent that we require qualified personnel who, given their other qualifications must be Black, we have been in touch all along with schools with large Black enrollments. If my assumption is wrong, then this specific suggestion in subparagraph 4b should be given serious consideration. However, I do not think that Agency employees other than recruiters should be authorized to gad about, willy-nilly, in an effort to secure employment referrals. Furthermore, if it would help to have Black employees recruit other Blacks then let's get on with it by hiring Blacks to do the recruitments. There is no need that I can see to have several Black employees travel with regular, "white" Agency recruiters. In fact, this notion impresses me as a bit condescending.

c. This sounds perfectly reasonable to me.

d. I do not know the specifics underlying this paragraph, but I can offer the observation that if we have had a "relative lack of success", we must have had some "relative success" also. The question that needs to be answered is: "How much success are we looking for?"

e. The term, "special efforts" doesn't set well with me. Certainly the point being made in this paragraph is a factor in the reality of the NPIC situation. However, I find it just as unpalatable to force Whites to work in a particular location merely to satisfy Blacks as it is to require Blacks to commute to inconvenient locations merely to satisfy White preference. (You understand, of course, that I am somewhat unenlightened on this subject).

SECRET

SECRET

f. This is a damn good idea as far as I am concerned and I sincerely hope that something can be done about it.

g. I have been told in other contexts that shuttle bus service and transportation allowances are administrative "no-no's". Car pool programs are a matter of private initiative so far as I know.

3. I regret my inability to be more helpful without being even more verbose and discursive, but I find it extremely difficult to splash about very meaningfully in such a mini-wave of social agitation. There are too many large and unchallenged assumptions lurking just below the surface here, and I am quite uncomfortable enough with my toes in my mouth. The whole foot would be too much.

[REDACTED]

25X1A

Chief, Support School, TR

Distribution:

Orig + 1 - Adse

1 - Ch/SUS

Ch/SUS/TR

[REDACTED]

25X1A

SECRET